

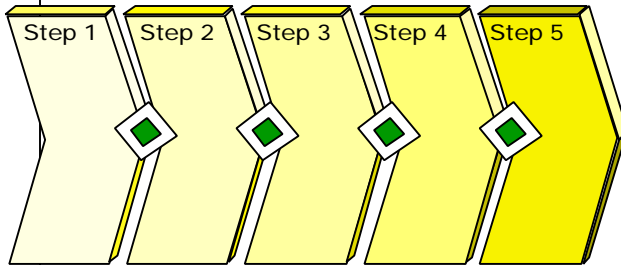


Focus On:

Health Care Reengineering Process

A Military Health System Fact Sheet

Feb. 1999



The Health Care Reengineering (HCR) directorate of TRICARE Management Activity (TMA) has published an HCR Process Guide for use throughout the Military Health System (MHS).

What Is MHS Reengineering?

The MHS Reengineering Program defines reengineering as, "A spectrum of activities from incremental or continuous improvement to radical transformation that critically rethinks and redesigns products and service processes to achieve mission performance gains." Reengineering initiatives improve quality of care and access to care, increase satisfaction of patients and staff, and decrease health care delivery costs.

What is the HCR Process Guide?

The HCR process was designed to assist people in making improvements and changes in the MHS. The process is supported by a series of questions that guides the reader through many considerations along the way. These considerations suggest different activities based on the scope of the project. The guide was designed to meet the needs of both large and small improvements or reengineering projects.

How do I use it?

By asking yourself the questions the guide poses. Your answers will lead you through what you will need to do and what you may not need to spend time and energy on. Based on the scope of the project, the activities suggested will vary. For example, some projects may require an in-depth cost benefit analysis while others may use a high level comparison of alternatives. Many of the activities propose certain milestones or products to be created along the way. These help communicate the progress of the effort as well as help ensure that no critical steps have been overlooked.

Where can I find it?

The HCR Process Guide can be found on the HCR Web site at www.tricare.osd.mil/hcr/. Just click on "HCR Process & Other Tools."



HCR Process Steps

Step 1:
Identify Improvement
Opportunities

Step 2:
Develop
Action Plan

Step 3:
Implement
Changes

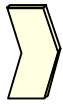
Step 4:
Evaluate
Impact

Step 5:
Transfer
Knowledge

How can I contribute to the Process?

Please give us feedback on the HCR Process Guide and how it helped you meet your needs and goals. We would love to hear about your successes and help you "transfer knowledge" by sharing them with others through our Web site, fact sheets, and/or newsletter!

What are the steps in the HCR Process?



Step 1: Identify Improvement Opportunities

This section evaluates many different “drivers” of change. Customer needs may drive change as well as changes in strategic goals or priorities, new laws or regulations, or new technology or resources. This section also helps the reader prioritize and focus on the desired outcomes.



Step 2: Develop Action Plan

Most of the planning and analysis takes place in step 2. Tasks such as the cost/benefit analysis, performance measures development, change management planning, and the development of the implementation plan are addressed in this section. The questions posed guide the reader through the specific considerations but allow great flexibility in the depth to which they are answered, based on the project.



Step 3: Implement Changes

“Just Do It” best describes this step. The Guide suggests continual evaluation as the plan evolves into actual practice recording variations that occur along the way. The Guide also suggests recording “lessons learned” while implementing the changes so others may gain insights from the experience.



Step 4: Evaluate Impact

This step is the follow-through of the initiative. It demonstrates the effectiveness of all the changes. The Guide also suggests identifying any unanticipated consequences resulting from the changes made.



Step 5: Transfer Knowledge

Transferring the knowledge gained is important to allow the command, region or the MHS community as a whole to learn from the effort. When completing an initiative, the Guide suggests considering what knowledge needs to be transferred, who needs it, and the best mechanism to achieve that transfer of knowledge.

Where can I get more information on MHS reengineering initiatives?

We post initiatives on our Web site. You can download the complete submission, which also contains contact information for the initiative submitter. After surfing to the Reengineering Program’s home page, just “Go to Innovations & Initiatives,” then follow the link to the “Abstracts.” Initiatives are organized by category and reference number. We also list awards for which military facilities qualify!

How can I share my initiatives?

Submissions from the field are critical to the success of the MHS, and everyone in the MHS is encouraged to participate. Initiatives can be submitted via the World Wide Web, fax, e-mail and regular mail.



How can I contact the HCR staff?

- **Web:** www.tricare.osd.mil/hcr/
- **E-mail:** mhshcr@tma.osd.mil
- **Telephone:** 703/681-8830
- **Fax:** 703/681-8799
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We look forward to hearing from you!